Leadership & Management

Discussion for Lesson 21: COUNSELING

Lesson 21
Reading Objectives

1. The student will comprehend the goals of performance appraisal.
2. The student will comprehend problems in performance appraisal.
3. The student will comprehend potential solutions to appraisal problems.
4. The student will comprehend and demonstrate the four methods of the appraisal interview.

Lesson 21
Discussion Objectives

1. The student will comprehend the goals of performance appraisal.
2. The student will comprehend and demonstrate the four methods of the appraisal interview.

Goals of Performance Appraisal

- The Organizational Goals:
  - Performance evaluation is an important element in the information and control system of most complex organizations
  - Supreme goal of the organization is to influence the behavior and work ethic of the work force through performance evaluation

Goals of Performance Appraisal

- The Organizational Goals (continued):
  - Provides information about the performance of organizational members for use in decisions about placement, promotion, firing, pay
  - From the organizational viewpoint, performance appraisal serves two sets of goals:
    - Evaluation Goals
    - Coaching and Development Goals

Goals of Performance Appraisal

- Evaluation Goals:
  - Provides feedback to subordinates so they know where they stand
  - Develops valid data for pay (salary and bonus) and promotion decisions and to provide a means of communicating these decisions
  - Helps the company in making discharge and retention decisions, and provides warning to subordinates about unsatisfactory performance

Goals of Performance Appraisal

- Coaching and Development Goals:
  - To counsel and coach subordinates so they will improve performance and develop future potential
  - Develop commitment to the larger organization through discussion of career opportunities and career planning
  - Motivate subordinates through recognition and respect
  - Strengthen supervisor-subordinate relations
  - Diagnose individual and organizational problems

Goals of Performance Appraisal

- The Individual's Goals:
  - Performance evaluations provide the individual with an opportunity to see how well he or she is doing
  - Regardless of their performance to date, individuals going through a performance evaluation should always set new goals

Goals of Performance Appraisal

- Conflicting Individual and Organizational Goals:
  - If individual goals conflict with organizational goals, the organization must attempt to find ways to satisfy both without neglecting either one
  - Feedback from both the organization and the individual is a must

The Appraisal Interview

- The tell-and-sell method
  - Communicates to employees their performance as accurately and directly as possible with little return feedback, but can lead to defensiveness
- The tell-and-listen interview
  - Communicates to employees their strengths and weaknesses, but also allows for return feedback
    - This creates an environment that is less defensive and stressful to the employee

The Appraisal Interview

- The problem-solving interview
  - Playing the role of helper more so than judge, the manager creates an environment through which the employee can discover his or her own developmental needs
- The mixed-model interview
  - Allows for the problem solving interview in the beginning, where the subordinate leads off, and finishes with the tell-and-sell or tell-and-listen approaches if the subordinate has missed some important areas of his or her performance

Tentative Process

- Tentative Process:
  - Scheduling
  - Agreeing on content
  - Agreeing on process
  - Location and space
  - Opening the interview
  - Starting the discussion
  - Exchanging feedback
  - The manager’s views
  - Developing a plan for improvement
  - Closing the discussion

Guidelines for Assessing the Effectiveness of an Interview

- At the beginning:
  - Did the supervisor create an open and accepting climate?
  - Was there agreement on the purpose and process for the interview?
  - Were both parties equally well prepared?

Guidelines for Assessing the Effectiveness of an Interview

- During the interview:
  - To what extent did the supervisor really try to understand the employee?
  - Were broad and general questions used at the outset?
  - Was the supervisor's feedback clear and specific?
  - Did the supervisor learn some new things—particularly about deep feelings and values of the subordinate?
  - Did the subordinate disagree and confront the supervisor?
  - Did the interview end with mutual agreement and understanding about problems and goals for improvement?

Appraisal Outcome

- Did the appraisal session motivate the subordinate?
- Did the appraisal build a better relationship?
- Did the subordinate come out with a clear idea of where he or she stands?
- Did the supervisor arrive at a fairer assessment of the subordinate?
- Did he or she learn something new about the subordinate?
- Did the subordinate learn something new about the supervisor and the pressures be or she faces?
- Does the subordinate have a clear idea of what actions to take to improve performance?

Exercise

- Appraisal Interview Methods

Next Class

- *Motivation and Performance: Need Theory*
- Read: Leadership & Management, Chapter 22

Summary

- Performance appraisal serves two sets of goals: Evaluation goals and Coaching and Development Goals
- Individuals gain from the process by learning how well they are doing, and in setting new goals
- Four methods may be used in conducting the appraisal interview:
  - The tell-and-sell method
  - The tell-and-listen interview
  - The problem-solving interview
  - The mixed-model interview